

What Would You Do? Part 3

Scene 3: LUIS is in an office speaking with ROBERTA, the Employee Relations Practitioner. This is several weeks after Part 2.

LUIS

Since I last came to you about the problems with Harry, I've talked to him a number of times about his performance. But I still don't feel like I'm getting through to him.

ROBERTA

But have you seen any improvement?

LUIS

A little. He would really commit himself for a day or two, but then it was right back to excuses and missed deadlines.

ROBERTA

Have you communicated any of this in writing?

LUIS

Yes. I explained this in a formal letter and he sent me an e-mail acknowledging he received it. I've also been keeping notes on our conversations.

ROBERTA

That's good. I think your next step should be a counseling session.

LUIS

I agree and have started the planning process.

ROBERTA

That's great. What do you have so far?

LUIS

I'd like to conduct the meeting a week from today, after lunch. I know Harry prefers afternoons. I'll use my office, so the meeting is private.

ROBERTA

Good.

LUIS

I'm gathering all my documentation and am thinking of working on a rough script.

ROBERTA

I think that's a good idea. You need to plan ahead and anticipate how Harry may respond to what you have to say. And also you will address any questions he has.

LUIS

(taking notes) Ok, good. I will definitely work on that.

ROBERTA

And what is your main objective with this session?

LUIS

(ticking the items off on his fingers) To find out why Harry is not completing his work, to get a solid commitment from him to do better, and to develop a performance improvement plan for doing so.

ROBERTA

And if he is not receptive to this?

LUIS

Then I am prepared to start disciplinary action. But I do think the counseling session is an important first step and that it will show Harry I am serious.